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STATE OF MISSOURI
PUBLIC SERVICE COMMISSION

TRANSCRIPT OF PROCEEDINGS

On-the-Record Presentation

December 16, 2014
Jefferson City, Missouri
Volume 3

In the Matter of the Joint)
Application of Southern Union)
Company d/b/a Missouri Gas Energy,)
The Laclede Group, Inc., and)
Laclede Gas Company for an Order)Case No. GM-2013-0254
Authorizing the Sale, Transfer and)
Assignment of Certain Assets and)
Liabilities from Southern Union)
Company to Laclede Gas Company and)
in Connection Therewith, Certain)
Other Related Transactions)

JUDGE MORRIS L. WOODRUFF, Presiding
CHIEF REGULATORY LAW JUDGE

ROBERT S. KENNEY, Chairman
STEPHEN M. STOLL,
WILLIAM P. KENNEY
DANIEL Y. HALL,
COMMISSIONERS

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A P P E A R A N C E S

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1 P R O C E E D I N G S

2 JUDGE WOODRUFF: Let's come to order,
3 please. Good afternoon, everyone. We're here for
4 an on-the-record presentation regarding the merger
5 between Laclede Gas Company and Southern Union
6 Company. This is File No. GM-2013-0254.

7 We're going to start the day by taking
8 entries of appearance just so we know who is here
9 leading with Laclede MGE.

10 MR. ZUCKER: Good afternoon. My name is
11 Rick Zucker, here representing Laclede Gas Company
12 and doing business as Missouri Gas Energy, 720
13 Olive Street, St. Louis, Missouri, 63101.

14 JUDGE WOODRUFF: Is there anyone here for
15 Panhandle Eastern? For Staff?

16 MR. BORGMEYER: Yes. Good morning, your
17 Honor. On behalf of the Staff of the Missouri
18 Public Service Commission, my name is John
19 Borgmeyer. Address is P.O. Box 360, Jefferson
20 City, Missouri, 65102.

21 JUDGE WOODRUFF: For Public Counsel?

22 MR. POSTON: Marc Poston appearing for the
23 Office of Public Counsel.

24 JUDGE WOODRUFF: Stu Conrad represents
25 Midwest Gas Users, and he asked to be excused. For

1 the City of Kansas City?

2 MR. COMLEY: Let the record reflect
3 appearing on behalf of the City of Kansas City is
4 Mark W. Comley, Newman, Comley & Ruth. Our address
5 is 601 Monroe Street, Suite 301, Jefferson City,
6 Missouri.

7 JUDGE WOODRUFF: All right. I just got an
8 e-mail from Sherry Hall asking to be excused as a
9 representative of the Union, so she'll be excused.
10 For MDNR? Anybody here? KCP&L GMO? No. Anybody
11 I missed? Yes, sir.

12 MR. DARRELL: Judge, I'm Mark Darrell on
13 behalf of Laclede Group who is also a party to this
14 proceeding as well.

15 JUDGE WOODRUFF: Okay. Okay. And it
16 looks like we have the Chairman on the line from
17 St. Louis with us. Okay.

18 CHAIRMAN KENNEY: Hello.

19 JUDGE WOODRUFF: All right. Well, we're
20 here to hear statements and ask questions about the
21 progress of the merger. We'll do this the way we
22 did it back in May, which is to let the parties
23 make their presentations, and we'll ask
24 Commissioners if they have any questions.

25 And then, finally, we'll give the parties

1 a chance to ask questions if they wish. We'll
2 begin with Staff.

3 MR. BORGMEYER: Good afternoon, and may it
4 please the Commission. Thank you for taking the
5 time to attend this presentation today. Thanks to
6 Laclede and their team for putting together this
7 presentation, and thank you to the rest of the
8 parties and to Staff for -- for their
9 participation.

10 I just want to take a couple minutes to
11 set this up for you. This is the second
12 on-the-record presentation that's required by the
13 Stipulation and Agreement in GM-2013-0254.

14 The Commission approved Laclede's
15 acquisition of MGE in July 2013. And since then,
16 Laclede has been providing Staff and OPC with
17 regular reports covering various aspects of the
18 transition as required by the Stipulation and
19 Agreement.

20 Laclede's been providing monthly reports
21 on customer service, including call center
22 performance, customer service staffing, and
23 representatives of Laclede have been meeting with
24 Staff for ongoing discussions related to customer
25 service, gas supply and various aspects of the

1 transition. Laclede has been providing reports on
2 personnel changes and merger synergies.

3 The Agreement requires two on-the-record
4 presentations. The first one was held in May. And
5 for this presentation, just like we did in May,
6 Staff submitted numerous questions about the
7 transition to the company, questions related to
8 financial and credit rating information, about the
9 company's transition to a new building, service
10 quality, call center performance and questions
11 related to gas control and gas supply planning,
12 questions about the acquisition of Alagasco and the
13 company's plans for the future. And Staff expects
14 that the company will speak to some of those issues
15 in their presentation today.

16 Last week, Staff met with the company and
17 we got a preview of today's presentation. And we
18 had that opportunity to ask questions of the
19 company and have discussions about all aspects of
20 the transition.

21 So -- so this time today is really an
22 opportunity for the company to speak to you and for
23 you, the Commissioners, to speak to the company and
24 ask them any questions that you might have about
25 the transition and listen to what they have to say.

1 So unless there's any questions for me, I
2 think we're ready to get started with that.

3 JUDGE WOODRUFF: Okay. Mr. Chairman, do
4 you have any questions for Staff?

5 CHAIRMAN KENNEY: Just a general question,
6 Mr. Borgmeyer. Thank you. As a general
7 proposition, is Staff -- does Staff have any
8 concerns about the merger in the transition?

9 MR. BORGMEYER: There's a couple aspects
10 of the transition that I think Staff's been
11 following pretty closely. You know, obviously,
12 we've been following the call center performance
13 really closely. And I know we've had a lot of
14 discussions with the company about that. So -- so
15 I think that's something we've been -- we've been
16 focused on. And I know the company's concerned
17 about it as well.

18 And so I think that's -- that's one of the
19 things we've been following. And I know that --
20 that the PAD Staff has been interested in making
21 sure that the company's gas supply plans are -- are
22 adequate in light of the transition and -- and that
23 they're able to address the needs of the MGE
24 system.

25 So I'd say those are -- are two of the big

1 things that Staff's been pretty diligently working
2 with the company to -- to monitor and stay on top
3 of.

4 CHAIRMAN KENNEY: The second question is,
5 as a general proposition, does Staff have an
6 opinion about whether the merger synergies are
7 being realized?

8 MR. BORGMEYER: That's a question I'd
9 probably have to refer some -- to some of any Staff
10 experts. We do have some Auditors here who could
11 speak to that.

12 I'm not aware of any specific concerns
13 that the Staff has. But a more detailed comment
14 would probably require someone from the Auditing
15 Staff.

16 CHAIRMAN KENNEY: I will wait until after
17 Laclede gives its presentation.

18 MR. BORGMEYER: Okay. Thank you.

19 CHAIRMAN KENNEY: Thank you.

20 JUDGE WOODRUFF: Commissioner Stoll?

21 COMMISSIONER STOLL: No questions.

22 JUDGE WOODRUFF: Commissioner Kenney?

23 COMMISSIONER WILLIAM KENNEY: No, thank
24 you.

25 JUDGE WOODRUFF: Commissioner Hall?

1 COMMISSIONER HALL: No questions at this
2 time.

3 JUDGE WOODRUFF: Okay.

4 MR. BORGMEYER: Thank you.

5 JUDGE WOODRUFF: Move on to Laclede, then.

6 MR. ZUCKER: Thank you, Judge Woodruff.

7 May it please the Commission. Good afternoon. My
8 name is Rick Zucker, and I'm here on behalf of
9 Laclede to introduce the second of the two
10 scheduled presentations.

11 I think John Borgmeyer for Staff really
12 set the stage very well for what we're going to do
13 today.

14 So let me start by thanking the parties
15 who made this day possible. First, I would like to
16 acknowledge the parties to Case No. GM-2013-0254
17 who came together in July of 2013 to reach the
18 Stipulation and Agreement resolving that case.

19 There were nine parties in all. In
20 addition to Laclede Gas and Laclede Group, those
21 parties were the City of Kansas City, IBEW Local
22 53, the Midwest Gas Users Association, the Missouri
23 Division of Energy, the Office of the Public
24 Counsel, the Commission Staff and Southern Union
25 Company itself.

1 And, finally, I want to thank the
2 Commission for approving the Stipulation and
3 Agreement, which permitted us to bring Missouri Gas
4 Energy back under Missouri ownership and for giving
5 us the opportunity to come here today and appear
6 before you.

7 As John said, the Stipulation and
8 Agreement provides that we have two presentations.
9 We came before you originally in May of this year
10 to talk about the integration process.

11 And today we are back to provide a further
12 update on our progress in the -- in the transition
13 process. And that's the transition of the
14 ownership of MGE from Southern Union to Laclede Gas
15 Company.

16 We also want to update the Commission on
17 some other matters that involve Laclede that may be
18 of interest to you.

19 All right. So to help in that endeavor as
20 well as answer your questions and -- and I believe
21 we will also respond to the questions the Chairman
22 just asked, we have today many of the same people
23 who were here last May.

24 And so please allow me to introduce them
25 to you. First, Suzanne Sitherwood. She is our

1 President and CEO of the Laclede Group, Inc.
2 Steve Lindsey, Executive Vice President
3 and Chief Operating Officer for Distribution
4 Operations, and he's also the President of Laclede
5 Gas Company.

6 And Mike Spotanski. Mike is Senior Vice
7 President and Chief Integration and Innovation
8 Officer.

9 Shortly, I will turn the floor over to
10 Susan, Steve and Mike, and they will provide some
11 brief comments for you.

12 I would also like to introduce some other
13 members of the Laclede team. And they are Mark
14 Darrell, who is our Senior Vice President, General
15 Counsel and Chief Compliance Officer for the
16 Laclede Group.

17 Craig Dowdy, who is Senior Vice President
18 for External Affairs, Corporate Communications and
19 Marketing.

20 Ron Crow is Vice President for Customer
21 Experience. And, also here from our regulatory
22 group are Eric Loebser, our new Vice President of
23 Rates and Regulations.

24 Mike Pendergast. Mike is well-known to
25 the Commission. And Mike Noack. Glen Buck is also

1 in the regulatory group. He cannot be here today.
2 Just as we're here for the second of our two
3 presentations, Glen Buck is recuperating from the
4 second of two hip replacement surgeries, so he
5 could not make it down here today, but he sends his
6 -- his well wishes.

7 And as John Borgmeyer pointed out, as
8 Staff did the last time in May, they provided us
9 with a number of suggested topics to cover.

10 We met with Staff and discussed them. I
11 want to add that we appreciate Staff's efforts in
12 coming up with these remarks and we -- or coming up
13 with these topics, and we prepared our remarks with
14 those topics in mind.

15 And so now if it's acceptable, I would
16 like to turn the floor over to Suzanne Sitherwood.

17 JUDGE WOODRUFF: All right.

18 MR. PENDERGAST: Judge, we have some
19 handouts, if this would be an appropriate time.

20 JUDGE WOODRUFF: Great. And while you're
21 handing those out, I'll just mention, as last time,
22 we didn't swear the witnesses in. Unless somebody
23 wants sworn testimony, I won't do it this time
24 either. We'll just let you make your statements.

25 MS. SITHERWOOD: Well, while Mike is

1 handing out those items, I'll at least start some
2 introductory comments also thanking the Commission
3 and, also, I want to say I'm most appreciative of
4 everyone's interest in this particular matter,
5 including those that have joined us here today
6 either directly or by call-in.

7 On the way over, I started thinking about,
8 Gee, it's almost been three years since I've been
9 the CEO of Laclede Group and made my way to this
10 fine state of Missouri.

11 And I remember the first time I came over
12 to visit with the Commission. And my commitment
13 and promise to the Commission was a couple of
14 things.

15 One, it was that we were going to be
16 transparent and tell you what we know when we know
17 it. And we've endeavored to do that. And this --
18 to me, this formal process, if you will, is part of
19 providing you that information and that
20 transparency, give you an opportunity to look
21 senior management in the eye and ask any questions
22 that you would like to ask.

23 So on that note, I welcome that. And
24 certainly, while we're not perfect by any stretch
25 of the imagination, the -- the second part of what

1 I shared with the Commission when we came over is
2 that we say what we're going to do and we do what
3 we're going to say -- or do what we say we're going
4 to do.

5 And, in essence, I laid out with the
6 Commission on that day what our growth strategy was
7 going to be. Our growth strategy was simply this.

8 We're a gas company. That's the industry
9 that I've been in for 30-something years. And,
10 also, my colleagues, predominantly, that's the
11 industry that they've been in.

12 And so our desire so grow this Missouri
13 company was to grow it by acquiring other gas
14 companies. That's what we do, and that's what we
15 do best.

16 In addition to that, because we do have
17 gas companies, we were going to grow by organically
18 growing those gas companies, and that included
19 investment and infrastructure by pipeline
20 replacement.

21 And then the third part and fourth part is
22 emerging technologies. And I won't spend much time
23 on that today, but that is critical as well.

24 And all of this is designed around a
25 couple things. And one of it -- one of those is to

1 create value for our customers, create value for
2 our customers and to create value for our
3 shareholders.

4 That value to our customers is a promise,
5 and it's a promise of ensuring that our customers
6 receive a safe, reliable high quality service. And
7 it's also to bring cost efficiency to our
8 customers.

9 And it -- it's hard for me to believe, but
10 in this almost three-year period when I harken
11 back, it's only been less than 15 months ago,
12 really, that we've closed on MGE and been about
13 these processes that's commonly called integration.

14 And while Steve and Mike will address in
15 greater details some of what has occurred over this
16 15-month period, I thought I'd at least at a high
17 level like to given you a bit of a summary of what
18 I consider to be some of the high points of our
19 accomplishments during this period of time.

20 So I'm going to tick through a few of
21 those items. I'm going to start with safety. When
22 you're in the gas company business, safety is a
23 core value. It's not a moment in time kind of
24 conversation. It's got to be a core value of the
25 organization.

1 And safety for employees and safety for
2 the communities in which we live and work. And
3 it's so important to us that we start every
4 corporate Board meeting with the safety moment. We
5 start every meeting that we have at our company
6 with a safety moment.

7 And Steve's our thought leader around that
8 area, and, again, he'll get into more details. But
9 I also want to share with you that it's so
10 important that we have a lot of metrics in this
11 area and that we track those and share those with
12 our employees and our employees are held
13 accountable to those.

14 A couple of metrics. We had a 10 percent
15 reduction in our third party damage rate for MGE.
16 We had a reduction in leak response times for both
17 MGE and Laclede.

18 We've had a reduction in OSHA reportable
19 injuries and vehicle accidents. We've accelerated
20 our pipeline replacement program of with our aging
21 infrastructures on both sides of the state while
22 bringing jobs to those communities.

23 We also hired a highly experienced
24 executive to formalize and exercise our Incident
25 Response Team. And this is especially important

1 around critical incidents.

2 And I will -- as a personal point of
3 pride, I guess I would say, this was especially
4 helpful as we worked with authorities during the
5 Ferguson matter.

6 In addition to safety, reliability is also
7 a core value. And last winter, we stress tested
8 the gas supply assets and operations, which
9 resulted in no outages.

10 And then given the various changes and the
11 -- the market including Shell Gas, we continued to
12 evaluate how to best ensure reliability and best
13 cost well into the future even against the backdrop
14 of not having any outages.

15 So in addition to safety and reliability,
16 also, the customer experience is very core to who
17 we are. We did have some challenges last winter in
18 the call environment as was mentioned. This also
19 was against the backdrop of record cold.

20 What we're looking at and analyzing and
21 having discussions with Staff is resourcing,
22 technology available to -- relative to the amount
23 of call volume that we're experiencing, even
24 against, again, record temperatures.

25 We're also working to obtain greater

1 resource flexibility and working to keep the
2 customers on the system year-round.

3 In addition to deploying resources, we're
4 also looking at deploying the technology that we
5 used at Laclede Gas over to the western side of the
6 state at MGE.

7 Regarding the cost impact to customers,
8 the MGE acquisition has already had a favorable
9 impact on the cost to customers as demonstrated by
10 the most recent rate cases. Those were, in
11 essence, ISRS's only rate case, not a request to
12 increase our cost to customers.

13 We're spending -- we're also spreading
14 those fixed costs over a larger customer base, so
15 that also creates a cost impact, a decrease.

16 With our integration approach, we seek the
17 adoption of best practices from each of our
18 companies and even an industry best practices. And
19 Mike Spotanski will go more into that.

20 And the accelerated capital spent,
21 investment that -- that we have deployed on both
22 sides of the state, this also has an O&M impact in
23 terms of its lowering those maintenance costs, and
24 I think Steve Lindsey is going to go into more of
25 that.

1 I'd also like to emphasize that we're on a
2 journey and only 15 months in. But we are making
3 progress and will continue to work with the MGE
4 employees as well as Laclede Gas and Alagasco
5 employees to continue to drive those best practices
6 and value.

7 I don't believe, again, after being in
8 this industry for 30-something years that there's a
9 beginning and an end to that. You are constantly
10 learning and you're constantly learning from your
11 employees, so you continue that continuous
12 improvement process as you -- as you work yourself
13 through the journey.

14 So how do we drive this new culture of
15 transparency and value? A lot of it does start
16 with the culture. And for us, it is support --
17 that culture is supported by a shared services
18 approach, technology and how we inspire our
19 employees every day.

20 Recently, with the Alagasco acquisition, I
21 created two handouts to -- for all of our employees
22 to better explain the concept of the how we work
23 and the where we work.

24 And if you'll indulge me a little bit, I
25 thought I would bring those and share them with you

1 because, oftentimes there's -- we talk about shared
2 services. And it's a little of about of, What does
3 that mean?

4 And I talked about a shared services
5 approach and that we're a gas company. And, in
6 essence, what I showed for employees, I depicted a
7 mighty oak tree that has deep roots into the
8 community. And I'm going to give you the
9 three-minute one, not the hour presentation.

10 I showed the mighty oak again with the
11 deep roots into the community. The base of that
12 trunk, which is those corporate shared services, if
13 you will, those are the services that we provide to
14 our family of companies.

15 Today, we are a gas company, and 98
16 percent of our company is three gas companies. So
17 those shared services that you see on that trunk,
18 all three of those gas companies use those
19 services. So you only need one of me as an
20 example.

21 Also, if you look further up the tree
22 where the branches come out, there are also
23 distribution operation shared services like gas
24 control, call centers, some of the things you were
25 asking about.

1 So those are also shared services, but at
2 a gas company level that report to Steve Lindsey.
3 And they're shared around those gas companies.

4 The benefit of shared services, from a gas
5 company perspective, is with technology today and
6 managing those logistics and attracting the best
7 and brightest into those organizations.

8 And bringing that best practices across
9 all those gas companies, there's value in that to
10 our customers from a reliability perspective, a
11 safety perspective as well as a service
12 perspective.

13 And then you see the other companies or
14 brands that we support on the left side of the
15 page. And then -- then it's a question of once you
16 know your shared services approach, which is how
17 you organize, then the question is, you know where
18 do you work?

19 At the -- at the end of the day, we're
20 here to provide a service to our customers.
21 So what services is it that that employee is
22 engaged to provide?

23 And so your -- where you work is, in
24 essence, to provide that service to that customer.
25 You use technology with insight of a process to

1 provide that service.

2 So if I'm a service man, the where I work
3 is in the truck. And I have technology in my truck
4 today, and I get information in that truck today.
5 But, ultimately, the where I work using technology,
6 again, in that process is in my truck.

7 If you're me, then where I work,
8 obviously, is in St. Louis. And -- and St. Louis
9 is where I conduct my work, and, of course, I
10 travel. But I'm still using technology based on my
11 job -- my job requirements to deliver those
12 services. And so I'm in St. Louis.

13 My emphasis to our employees is the how we
14 work and where we work that none of the employees
15 in our organization, none of them are more
16 important than others.

17 We all are there and have a role to play.
18 And, again, ultimately, our role is to support our
19 customers and also to make sure that we're
20 providing benefits to our shareholders.

21 And I frequently talk about this with our
22 employees because we're a growing company. Again,
23 it's not growth for growth's sake. It's how we add
24 value over time short-term and long-term. And that
25 value has got to come back to our customers and to

1 our shareholders.

2 To the extent that we have more certainty
3 on how that value is returned to shareholders as
4 well as to our customers, then that is an easier
5 analysis for us in terms of how we implement
6 integration, and, also, when we're thinking about
7 another gas company that becomes available, how we
8 think about going about acquiring that in terms of
9 our modeling and so forth.

10 So having certainty around the shared
11 services approach in a state where you have your
12 parent company, Laclede group, in this instance, is
13 helpful.

14 So last comment on the where we work, we
15 have made progress. It was mentioned -- I
16 mentioned our -- some of our relocation last time.
17 We have made progress since I spoke to you last.

18 In fact, it's eminent. We're going to all
19 go off and enjoy the holiday, and then we're going
20 to come back and have our big move. So I'd like to
21 give you a little update there.

22 700 Market Street, that's, as some of you
23 may recall, the Phillip Johnson building in St.
24 Louis. We're moving out of our current office
25 location Olive Street location to 700. That will

1 occur mid-February, first of March.

2 Next-door to that building is the Bank of
3 America building. We plan on moving FIRE and
4 Laclede Energy Resources into 800 Market. It's the
5 second floor streetscape, the old teller location
6 for you that are familiar. They'll be moving into
7 that and that will be in January.

8 We also, as you may recall, sold our
9 Forest Park property, so that -- IKEA wanted to
10 purchase that property, and we didn't want to stand
11 in the way of that community progress, so we sold
12 that property.

13 And since then, we have been working on
14 locations in and around the city that we can deploy
15 our field services. We've signed lease agreements,
16 and we're well on our way to make that happen as
17 well.

18 All of this with the backdrop of thinking
19 about how we're going to be using technology and
20 have strategic groups and open floor plates and
21 collaboration to continue to drive a culture which
22 inspires employees to come in every day and deliver
23 that service on the benefit of our customers.

24 And so I've mentioned customers a lot.
25 But I'd also like to mention communities a little

1 bit because the communities that we serve are very
2 important to us.

3 We clearly have franchise areas. And it's
4 very important to us that all of the leaders stay
5 very engaged in the community, be it Boards that
6 they serve on, philanthropical engagements.

7 I serve on a variety of Boards. And even
8 this year, I was asked to chair the St. Louis
9 Regional Chamber as well as chair the United Way
10 campaign.

11 I was asked to do both of those with
12 inside of a week. I accepted both. I may have had
13 a moment there. So I will be doing -- doing that
14 next year and actually looking forward it to it.

15 So with that, I'll -- I'll pause. And
16 Steve and Mike will come up, and then I'll come
17 back up and we'll be glad to collectively take any
18 of your questions that you might have.

19 COMMISSIONER STOLL: Thank you.

20 MR. LINDSEY: Good afternoon, Mr.
21 Chairman, Commissioners, your Honor, and all
22 parties. I, too, am very pleased to be here today
23 and provide a second round of updates as to where
24 we are regarding the -- the MGE transaction.

25 And I'm very pleased to say most of what

1 I'm going to cover today is very similar to what I
2 did the first time, which is really talk about some
3 results we've experienced this year and how we
4 really set the stage, I think, to go forward.

5 So when you think about, you know, how we
6 performed this year, just like Suzanne mentioned,
7 we do start everything with safety, so I'm going to
8 kind of hit it from a safety and operational
9 perspective.

10 And to start at the very beginning, this
11 is with our individual employees, and we really
12 look at two main things when we talk about employee
13 safety, and that's OSHA preventable accidents,
14 those are on-the-job type injuries, as well as
15 at-fault motor vehicle accidents.

16 And this is going to be a snapshot where
17 we are this year. And this is a full year versus
18 last year in terms of improvement. So MGE,
19 relative to OSHA preventable injuries, we had a 42
20 percent improvement, 42 percent reduction on
21 injuries.

22 At Laclede Gas, we had a 12 percent
23 reduction. When we move over to the at-fault motor
24 vehicle accidents, for MGE, we had a 29 percent
25 reduction. And at Laclede, we saw a 45 percent

1 reduction.

2 These things didn't just happen because we
3 put a number out on a board. We worked very, very
4 hard throughout our company to make sure that each
5 individual employee is very accountable for
6 themselves as well as their coworkers.

7 And we're starting to see tremendous
8 results. And there's nothing more important than
9 sending our employees home safely at the end of the
10 day.

11 The second thing that I'm -- I'll speak
12 about is damage prevention. Suzanne also mentioned
13 that we had a 10 percent reduction at MGE this year
14 in our first full year of operation.

15 This is especially important given the
16 level of activity that was occurring in the Kansas
17 City area, specifically around Google Fiber.

18 There was a lot of activity, a lot of
19 construction that was going on that could have
20 caused these numbers to go up. And initially when
21 we -- when we started the operation, we did see
22 that.

23 We worked very closely with companies such
24 as that. And we also -- we also worked very well
25 with -- with the State from the perspective of the

1 Attorney General's Office for the enforcement for
2 damage prevention-wise. So, collectively, I think
3 all those efforts have paid off in very, very
4 strong performance and damage prevention.

5 One of the things that we're most proud of
6 is our pipeline replacement. As we mentioned the
7 first time we came and presented, we put some
8 targets out there for MGE, and we're glad to say
9 that we actually exceeded that.

10 To give you a couple of numbers in terms
11 of frame of reference, this year at Laclede Gas, we
12 replaced 83 miles of pipe. That compares to 68
13 last year. And if you go back just several years
14 before, we were below 20 miles.

15 If you look at MGE this year, in the first
16 full year of operation, we replaced 56 miles of
17 pipe, and that's more than the previous three years
18 combined if you add those up. So a very strong
19 performance.

20 You know, there's a lot of benefits here.
21 Obviously, the improved safety and reliability to
22 the system. I think a lot of people don't really
23 correlate the reliability part, but we're
24 replacing, for the most part, cast iron low
25 pressure pipes which, during these extreme winter

1 conditions, can have pressure issues for our
2 customers, and we're replacing that with plastic
3 pipe that not only is much better from a
4 maintenance perspective, but, also, provides a
5 medium pressure type pipe that helps us during
6 those very cold conditions. So reliability is a
7 big part of that.

8 Obviously, there's going to be reduced O&M
9 costs going forward with lower maintenance on the
10 facilities that we operate.

11 And another part that I don't think really
12 comes to people's mind when we replace these
13 systems is improved customer satisfaction.

14 The less we're out in the streets having
15 to cut the streets up to do maintenance and leak
16 repair work on our pipes, the better.

17 Even with the pipe we're installing now,
18 we're using technology to use directional boring,
19 which allows us to replace sections perhaps up to
20 300 feet with minimal disruption to the streets and
21 to the customer premise, so I think we're even
22 using technology to do some things that -- that
23 most people probably aren't even aware of.

24 I will say, really, when you think about
25 this, this position does very well as a state when

1 we're being looked at from the Federal level.

2 This year, I'll be chairing the AGA, the
3 American Gas Association Managing Committee. I'll
4 have a chance to testify before several -- several
5 agencies, such as PHMSA, the NTSB and, ultimately,
6 Congress.

7 A couple weeks ago, we were meeting with
8 PHMSA, the Pipeline Hazardous Materials Safety
9 Administration. We were meeting with them, and
10 they have two major areas of focus.

11 One is on the pipeline replacement and
12 infrastructure replacement of the aging
13 infrastructure throughout the country as well as
14 damage prevention.

15 You can clearly see the results we're
16 experiencing here put us in a very good position
17 when we're starting to talk with Federal regulators
18 on how we're operating our system. So I'm very
19 proud of the results we have here.

20 Leak response. And basically that's when
21 we receive a call from a customer, whether a
22 residential customer or a commercial customer, how
23 quickly we take that call and then get on -- on
24 site or on their premise.

25 We we've seen, again, improvement in both

1 those areas at Laclede as well as MGE. MGE is
2 actually this year below 25 minutes on their
3 average leak response time, which, again, from an
4 industry perspective, that's one of the best I've
5 ever seen. And that gives us a lot of pride that
6 when customers need us in a very timely situation,
7 we're very responsive.

8 Suzanne mentioned the operational shared
9 services. That's the part that really helps
10 provide standardization and consistency across our
11 footprint.

12 We put that into place here in Missouri as
13 well as we will in Alabama. And that's where you
14 really find those best practices and you find a way
15 to improve all the companies together as opposed to
16 operating from a disparate position.

17 From operational position is on the
18 Incident Support Team or the IST. Suzanne also
19 mentioned this. This is a process we put in place
20 about a year ago.

21 We have a person that -- that really came
22 from a background that is an expert in this. And
23 when you're a small company, sometimes you don't
24 need this formal a process. But as you grow, you
25 do.

1 And we've already used this three times
2 this year. One was around an operational issue.
3 One was a winter-related preparation from last
4 winter and then with the civil unrest in Ferguson.
5 This gives us a great opportunity to make sure
6 everybody's on the same page as we're dealing with
7 things from company perspective.

8 I'll shift and move a little bit to gas
9 supply and winter operations. We'll reflect back
10 to last winter, which all of us remember was the
11 tenth coldest in Missouri history.

12 We had a through-put on a single day of
13 other a billion cubic feet at Laclede on the
14 eastern side of the state. And that is a
15 tremendous amount of gas to flow through our system
16 in one day.

17 But, again, we had no supply disruptions
18 on either side of the state. On this side of the
19 state, again, this is for last winter, MGE had a
20 higher send-out by 20 percent than the year before
21 and 16 percent higher than their 30 year normal.
22 So this was a very tough winter that we went
23 through last year.

24 And, also, from a storage perspective, the
25 MGE customer base consumed more than 50 percent of

1 -- of the gas that came from storage than a typical
2 winter. So the last winter really was a stressful
3 time for us all of us as we were operating our
4 system. Both our employees and our system really
5 rose to the occasion.

6 As we move to this winter, and it's hard
7 to believe we're already into this winter, we're
8 very pleased to have our storage levels where they
9 need to be as we're going into the winter.

10 November was an interesting month for us.
11 From November's perspective, here at -- or at MGE,
12 they had a higher through-put just for the month
13 than they did last year even though that was such a
14 challenging winter.

15 At Laclede, we had the highest November
16 that we've had since 2000. There was a very
17 condensed amount of cold days for an extended
18 period of time during November, and this caused a
19 very unusual light-up season for us.

20 And we use the term light-up season as
21 when our seasonal customers that turn off in the
22 spring and come back on in the fall, they usually
23 do it in -- in almost periods of time of a week or
24 two weeks, and then you have some warm weather.

25 In this case, we had an extended period,

1 so both our call centers, as well as our operation
2 technicians, were stressed for multiple weeks
3 during that time.

4 We talked about gas supply and operations
5 area. We -- we continue to operate both -- both
6 functions separately last winter as we indicated as
7 part of the acquisition.

8 We wanted to make sure that we didn't do
9 anything or make any decisions early on that would
10 impact the operations for the winter, and we went
11 ahead and did that. And I think that worked very
12 well.

13 We did monitor the MGE system from gas
14 control in St. Louis. So we had all the monitors
15 in there were able to look at all of our take
16 points and monitor pressures. And so we had an
17 understanding how the system operated this winter.
18 So now as we're combining both of those systems,
19 we'll be in a great position as we're coming into
20 this winter, and we're in the process of doing
21 that.

22 From a personnel perspective, we have some
23 -- some senior leadership in the gas supply
24 function that are very, very well experienced in
25 the industry, both at Vice President level as well

1 as the Director level.

2 The operational technicians continue to
3 remain on the ground at MGE and Laclede to operate
4 valves and, you know, regulator stations and those
5 type things. So we're very, very comfortable
6 coming out of last winter, again, with the stresses
7 that we had and coming into this winter, we're
8 very, very well prepared.

9 One of the questions that did come up in
10 our discussions on Friday was, as we're
11 transitioning gas to our new facility, we're going
12 to share our plans with Staff in terms of all the
13 redundancies and all the checks and balances that
14 we have in place to make sure that that is
15 seamless.

16 We talk about customer experience
17 Sometimes that's only thought of from a call center
18 perspective. We think it's much more broad than
19 that.

20 But we have moved to use some external
21 resources here to provide supplemental support for
22 our overall customer experience function.

23 We'll transition to the customer care and
24 billing system in July of 2015, and then both
25 utilities here in the state will be on a common

1 platform. Right now, they're on separate
2 platforms. That will move to a common platform in
3 July.

4 From a metric perspective around things
5 like average speed of answer, abandoned call rate,
6 average answer time, as Suzanne mentioned, we do
7 have a few challenges as we went through the
8 transition as well as the implementation of CC&B at
9 Laclede.

10 We're back to where we were a couple of
11 years ago. Here at MGE, Ron will share some
12 statistics even as recently as today, and we're
13 continuing to see improved performance.

14 And we meet regularly with Staff as
15 recently as last Friday, and we're committed. And
16 what I shared with the group is -- is they're our
17 customers. We need to make sure we're taking care
18 of them and doing everything we can.

19 And it's not only how quick you answer the
20 phone or how quickly or how few abandoned calls you
21 have, but it's the quality of the service. So
22 we're really putting some things in place that will
23 measure the quality and help us understand what our
24 customers are wanting.

25 And the last piece is on energy

1 assistance. Coming out of last winter, we had a
2 lot of our customers who really had some challenges
3 paying their bills. We think there are some things
4 that we can help facilitate that will help both in
5 the light-up season kind of in the fall on the
6 front end as well as keeping those customers on for
7 a longer period. We can do some things. That will
8 involve us working with some agencies as well as --
9 as well as the State.

10 The final thing I'll touch on is around
11 employees. We have a tremendous employee base at
12 -- at both of these utilities. I've already
13 mentioned the distribution operation shared
14 services. I've mentioned the gas supply, our field
15 operations technicians and our call center
16 employees, I think, this year are really starting
17 look at how we work together as a team.

18 As we came out of the acquisition, we've
19 recognized numerous opportunities for leadership to
20 come from MGE employees in the areas of operations,
21 customer experience, IT, finance and other areas.
22 And some of those employees are actually even here
23 in this room today.

24 This year, we were able to complete our
25 union negotiations with both our clerical and field

1 employees. And one of the things that we put in
2 place this year specifically at MGE were
3 performance based metrics, and these can be around
4 safety, customer service. These can be around
5 financial, operational.

6 And they really link back performance of
7 the individual employee to how well the company
8 does and they tie those together. And in just six
9 months of really having those in place in front of
10 our employees, we've seen tremendous improvement.

11 These are just not things that happen. We
12 regularly communicate with our employees how this
13 works. We have a score card that they see every
14 month. We have monthly meetings with our
15 employees, newsletters, videos.

16 I don't think you can over-communicate
17 with employees. Some appreciate it in different
18 ways. But we've really made an effort to -- to
19 communicate not only what we expect, but how we're
20 doing and what we can do to improve on that.

21 As Suzanne said, this is a journey. This
22 isn't a destination. We look forward to continuing
23 work with the Commission and Staff as we continue
24 to advance these two companies.

25 And the one thing that I will share is

1 that as we've worked just within this one year, the
2 opportunities that have been presented by two
3 companies coming together, I think, have made us a
4 much stronger single company.

5 So I'll take any questions, I guess, at
6 the end. But at this point, I'll turn -- I'll turn
7 the presentation over to Mike Spotanski, and he'll
8 give you an update on integration.

9 MR. SPOTANSKI: Good afternoon. Thank
10 you, Steve. And let me echo Suzanne's and Steve's
11 comments thanking you for your time this afternoon.
12 We very much appreciate the chance to update you on
13 where we are with the integration.

14 I think you can tell from the comments
15 that Suzanne and Steve made that we're well down
16 the road of -- of integrating our utility operating
17 units. We've made a lot of progress in that regard
18 over the last year, this first year of the
19 integration process.

20 One of the advantages that we've had with
21 the MGE transaction as opposed to the Alagasco
22 transaction and integration planning that's
23 currently underway is that we were able to get in
24 and work with the MGE employees prior to close, so
25 that when we actually closed on the transaction, we

1 were able to come in and immediately begin to
2 execute on our integration plans.

3 And that was significant. That's allowed
4 us to accomplish an awful lot in that first year,
5 as Steve and Susan have identified.

6 I reported in May when we were here about
7 continuing services, and I reported that we had
8 completed and taken over all of the continuing
9 services that we had expected from ETE, Southern
10 Union. That remains true today.

11 In fact, some of those continuing services
12 we took early, so we are no longer reliant on ETE
13 or Southern Union in any way other than they do
14 maintain an obligation to support us from an audit
15 perspective to the extent that there's information
16 that we may need going forward.

17 From the IT, Information Technology
18 standpoint, I reported again in May that we had
19 completed the integration of MGE into our finance,
20 HR and supply chain systems.

21 That is done. And we've continued to make
22 sure that process so they are fully integrated at
23 this time.

24 Steve mentioned a little bit ago that MGE
25 is on track for integrating into our customer care

1 and billing, the CC&B system, in July of 2015.

2 One of the advantages to our having just
3 implemented New Blue, we called it, our enterprise
4 wide platform, recently, at Laclede was that we've
5 got the people and the processes in place to be
6 able to do that effectively and efficiently.

7 We've got a road map that we've created so
8 that we can follow those processes. And, again,
9 we've got a number of the same people involved in
10 this process to help us through the MGE integration
11 as well. And, obviously, we'll continue to refine
12 that process as we bring MGE into the fold.

13 Another point that I think is significant
14 and we wanted to share with you, I wanted to share,
15 was that we recognize the importance of maintaining
16 the integrity and the security of our information
17 systems.

18 As a result of that, we undertook a pretty
19 aggressive objective about mid year, our fiscal
20 2014. So about May when we were here last, we
21 began to plan for a computer-based training
22 exercise for security awareness training.

23 As Steve mentioned, too, we have a number
24 of -- a lot of equipment out in the field where our
25 crews are working from computers and technology.

1 And so given that -- given the fact that
2 we have daily interaction, we undertook a
3 computer-based training program for all 2300 of our
4 Laclede and MGE employees. And most of those, as
5 you know, are field based employees.

6 So it was an aggressive objective. I'm
7 happy to say that we are more than 99 percent
8 complete with that computer-based training, and we
9 will continue to do that as we go forward.

10 Finally, we'll continue to execute on our
11 integration plans. We're consolidating functions
12 and implementing leading practices. I think you've
13 heard today that part of our process, our
14 integration process, is looking at how MGE does
15 things and did things.

16 And now we have the benefit of Alagasco as
17 well. All of our three companies perform various
18 functions and were able to adopt a hybrid of those.
19 One of those or even leading practices that are out
20 there today are teams which are made up of
21 employees from each of the entities, Laclede and
22 MGE and in the Alagasco transaction, Alagasco
23 employees as well in order to -- to identify those
24 leading practices.

25 And then, finally, as of today, the level

1 of synergies that we've achieved through the
2 transaction meets or exceeds the expectations that
3 we've had as we entered into the transaction some
4 time ago.

5 I will be available for questions
6 afterwards. But at this point, I'm going to turn
7 the program back over to Suzanne. Thank you for
8 your time.

9 MS. SITHERWOOD: Thank you, Mike. And
10 while I'm thanking Mike, I wanted to let the
11 Commission know that Mike has given over 33 years
12 of his professional life, and I even would say his
13 personal life to Laclede and to the state.

14 Mike will be retiring in January. And so
15 he's done a tremendous job as we've embarked on
16 this plan of growth because of his experience
17 operationally and financially and other -- every
18 other way in the gas company, he was the candidate
19 when we embarked, and I was looking for the best
20 most senior executive around integration.

21 And I think by his report and his prior
22 report, you can tell I made a wise choice. But,
23 unfortunately -- fortunately, probably the way he
24 looks at it, he -- he is retiring. But he will be
25 sorely missed. He's been a great asset, again, to

1 the company as well as to the state.

2 But Mike is a -- also a very strong
3 leader. And he, the last couple of years, has
4 built an extremely strong team. And one of the
5 individuals on his team, Jerry Gurla, who some of
6 you may know who is responsible for integration
7 reporting to Mike, he will continue the charge
8 ahead, so to speak.

9 And I'm sure he'll miss Mike. But he's
10 got Mike's cell number, so he can reach out to him
11 when he needs to.

12 Again, I do appreciate the formal
13 opportunity to present to the Commission and the
14 rest of the individuals in the audience.

15 Again, transparency and telling you what
16 we know when we know is it is key to us, so we
17 would welcome any opportunity to come back and
18 provide this Commission an update whenever that
19 best works for them as well as, I'm sure, my team
20 will let us know if there's a good opportunity for
21 that.

22 And I wanted to sort of summarize this
23 way. I -- I embarked on a process with our
24 employees to -- it's an iterative process to think
25 through how we show up as a company to our

1 customers and, also, to sort of summarize that, if
2 you will, into a mission statement.

3 While we haven't formalized this mission
4 statement and I haven't, quote, rolled it out
5 formally to our employees, it is starting to show
6 up in some of what we talk about.

7 But given that I was going to be before
8 you today, I wanted to go ahead and share it with
9 you because I -- it comes from the hearts and mind
10 of our employees, and I think it summarizes best
11 what we're all about.

12 And while I'm reading this, if Mike and
13 Steve want to make their way up here so that we'll
14 be prepared to take your questions, we'll do that.

15 So our mission is to answer every
16 challenge, advance every community and enrich every
17 life through the strength of our energy. Answer
18 every challenge, advance every community and
19 enrich every life through the strength of our
20 energy.

21 I think our employees did well. So thank
22 you, sir. I'll -- we will take questions.

23 JUDGE WOODRUFF: Mr. Chairman?

24 CHAIRMAN KENNEY: So good afternoon,
25 everybody. Thanks again, Ms. Sitherwood,

1 Mr. Lindsey and Mr. Spotanski. Thanks. And, Mr.

2 Spotanski, congratulations on your retirement.

3 Mr. SPOTANSKI: Thank you very much.

4 CHAIRMAN KENNEY: I just have a couple of
5 questions. And it sounds like one of the questions
6 I had for Staff sounds like has already been
7 answered with regard to the level of synergies that
8 you're currently experiencing, that those have been
9 realized and you're exceeding what was initially
10 expected. So that's good.

11 I have a question about the emerging
12 technologies. I know you said you weren't going to
13 talk much about it, but you did mention SPIRE. And
14 that's the vehicle fueling solution, correct?

15 MS. SITHERWOOD: That's correct.

16 CHAIRMAN KENNEY: How -- how is that
17 going, and is there opportunity for that to expand?

18 MS. SITHERWOOD: It's going well. Besides
19 integration, the other area of responsibility that
20 Mike has is emerging technology, so I'll probably
21 pass the mic over to him.

22 But I will say this about it. We were
23 looking for an end to end business solution around
24 natural gas vehicles to -- what that means is how
25 do we satisfy the customers needs?

1 So we've been going slow and been very
2 planful about really working with customers to
3 understand, again, their needs.

4 And I'm going to turn the mic over to Mike
5 so that he can talk about the stations that we've
6 announced and the importance and significance of
7 those.

8 MR. SPOTANSKI: Thanks, Suzanne. And
9 thank you for your question. We have had the
10 station near Lambert St. Louis Airport for a little
11 over a year now.

12 That station has performed very well. We
13 -- we've purposely wanted to create that first
14 station in our back yard, if you will, so that we
15 could cut our teeth on that station and learn the
16 process and learn that technology.

17 We had a fundamental understanding of it,
18 but we wanted to perfect it before we moved on.
19 With that station being active now for about a
20 year, actually it was December 23rd, so we're
21 getting close to that, we recently announced that
22 we have broken ground for another station located
23 in Greer, South Carolina.

24 That is an area where, as we've looked at
25 it, it's, if you will, a target rich environment.

1 And by that, I mean there are roughly 85 fleets in
2 that area and a number of CNG related services. So
3 that station, we expect, will be in service by June
4 of next year, June of 2015.

5 And we have a number of other
6 possibilities. We're talking with a number of
7 customers, municipalities, even states in some
8 instances as the interest level in compressed
9 natural gas fueling grows and the offerings,
10 whether they be light duty vehicles, medium duty or
11 heavy duty Class A tractors continues to grow.
12 So it's -- there are lots of opportunities out
13 there.

14 CHAIRMAN KENNEY: Thank you.

15 MS. SITHERWOOD: And the one closing point
16 that I would add to that, I talked about our growth
17 areas, and one is organic growth of our gas
18 companies.

19 One of the reasons we're focused on
20 emerging technologies is how do you grow the gas
21 companies? Obviously, there's space heating, water
22 heating, cooking for existing premises or adding
23 additional premises.

24 But we also have to think about those
25 technologies that are available to us that, quote,

1 are burner tips. And when you think about adding a
2 station on a gas company and what that means in
3 terms of increased volume, and, of course, if
4 you're growing the top line, that, again, helps in
5 terms of, you know, your customer cost structure.

6 So that's why we're so heavily engaged in
7 using our thought leaders around what are these
8 technologies and how best to deploy them so that
9 they meet the customer's needs.

10 CHAIRMAN KENNEY: Great. A couple of more
11 questions. During Mr. Borgmeyer's opening, I asked
12 him if there are any particular areas that Staff
13 was concerned about our paying particular attention
14 to, and he mentioned call center performance and
15 gas supply plans. I'm assuming that meant for like
16 winter heating. Do you perceive any particular
17 problems there that require, you know, enhanced
18 observation?

19 MR. LINDSEY: Mr. Chairman, this is Steven
20 Lindsey. First of all, we -- we met again with
21 Staff and we continue to meet on a regular basis.

22 And let's start with the call center.
23 We've seen continued improvement over the last
24 probably three to four months with November being
25 the exception due to the high call volumes that I

1 expressed around the -- the winter that came very
2 quickly during this November.

3 But we are continuing to focus on all
4 those metrics. Again, these are metrics that are
5 very personal to us because they tell us how we're
6 doing, but, ultimately, how our customers view us.

7 And it's not just about those numbers, but
8 it's about the quality. So Ron Crow, who actually
9 was MGE employee, Vice President of Customer
10 Experience, is very focused on that.

11 I think, again, even with the -- with the
12 Alabama company coming on board, they have some --
13 some very good reporting metrics. They have some
14 very good performance management tools that I think
15 will continue to allow us to get better. So I'm
16 very, very optimistic around continuous improvement
17 on that.

18 From the gas supply perspective as well as
19 operations, again, I feel very comfortable that we
20 have some strong people in some of the those
21 leadership positions.

22 And I think as we continue to look at
23 opportunities on both sides of the state, we want
24 to make sure we're looking at opportunities from
25 the context of what's best for our customers.

1 It starts with reliability. First and
2 foremost, that's our job is to make sure we have a
3 reliable gas supply for our customers.

4 Also, we looked at the different options
5 that were out there in terms of pipelines and the
6 way we developed our portfolio. And I think we're
7 in a different time now than we were perhaps even
8 seven years ago. So there are going to be some
9 opportunities for us to do some things for our
10 customers going forward that perhaps that weren't
11 there.

12 From just the operational perspective,
13 we're where we need to be on storage coming into
14 this winter. Again, I mentioned the move of the
15 gas control function to -- to our new facility.

16 We're going to be very comfortable that we
17 have many redundancies in place to make sure there
18 are no issues there. But we're very open and
19 transparent around all those things, and we'll be
20 very willing to spend as much time as we need to
21 with Staff to make sure they have a high level of
22 comfort around that as well.

23 CHAIRMAN KENNEY: I don't think I have any
24 other questions. Thanks for your answers, and
25 thanks again for being here.

1 JUDGE WOODRUFF: Commissioner Stoll?

2 COMMISSIONER STOLL: I do have one
3 question. I'm particularly interested in pipeline
4 safety, as I know you are. And it sounds like that
5 you've been able to bring some -- I'll say some
6 improvements to the MGE system.

7 What kind of tools do you use to help
8 prevent damage? I can just see in subdivisions and
9 various places, there's so much digging that it's
10 -- it's difficult to do. But --

11 MR. LINDSEY: Now, and this is -- and this
12 is a great opportunity to demonstrate how when we
13 bring two companies together you can use the best
14 practice, for example.

15 I would say ten years ago at Laclede Gas,
16 we were having the same type issues. And when you
17 talk about a damage prevention rate, that's how
18 many times our facilities are damaged per a number
19 of tickets per a thousand locate ticket. Our
20 number was upwards of ten. Now we're down around
21 three.

22 And, primarily, a lot of that is due to
23 the programs that were put in place at Laclede
24 years ago because this isn't an overnight -- you
25 don't flip a switch and things happen.

1 A lot of what this goes to is the
2 proactive side of it. It's easy to go out after
3 the fact and understand what happened around the
4 damage. But if you don't do something to prevent
5 it from next time, you're not changing behaviors.

6 So the proactive part of this is we have
7 damage prevention coordinators that go out and
8 actively work with contractors in areas. For
9 example, in Kansas City, I mentioned Google Fiber
10 and the high amount of activity.

11 We spent time working with their
12 technicians on where our facilities are, what needs
13 to happen. If you're in some areas and we have
14 some critical facilities, we need to be on site for
15 that. So it's a lot of proactive part of that.

16 We meet with local agencies that help, you
17 know, educate people in the communities. And so I
18 think between that as well as making sure that you
19 go after the repeat offenders, because if you allow
20 them to continue to have that type of behavior, a
21 lot of that comes through enforcement.

22 And that's where I mentioned we work
23 closely with the Attorney General's Office here.
24 That's where the enforcement piece of it lies. So
25 it's several things, but it's putting more of a

1 proactive approach to it as opposed to reactive.

2 Again, those numbers are starting to get
3 us where we really need to be to really be able to
4 say on a national level we're comfortable. Before,
5 you know, for sure at Laclede, I know we weren't.
6 And we've seen some progress at MGE.

7 I think we've got that same opportunity in
8 Alabama. And some of it comes down to, again, just
9 what the State is willing to put in place with
10 Legislation.

11 There's another big piece that goes into
12 this that are called exemptions. And there are
13 certain parts of businesses, perhaps governmental
14 agencies, that are exempt from the rulings.

15 And when we're talking about pipeline
16 safety and damage prevention, we feel nobody is
17 exempt. If we have rules in place, everybody
18 should follow them. So getting rid of those
19 exemptions is also a big piece.

20 COMMISSIONER STOLL: Yeah. And I could
21 also see that being proactive and going out to
22 companies like, let's say, in the St. Louis area,
23 Charter Communications, some of these folks that do
24 a lot of -- of digging would be important to do.

25 MR. LINDSEY: Yeah. Really, it takes on

1 two -- two perspectives. One is really around the
2 damage and what goes with that. But we really try
3 to bring it from the perspective of we're trying to
4 take care of the safety of your employees, you
5 being, in this case, that particular contractor.

6 We're trying to help you because if you
7 hit a gas line, there's some potential for -- for
8 some things to happen to your employees. And we
9 want to make sure that they understand that as
10 well.

11 Because we hope that other companies take
12 the same focus on employee safety, operational
13 safety as we do. And one of the ways we can do
14 that is through education, you know, is through
15 understanding how frequently you need to call in if
16 you're working for a long period of time, when you
17 need to call in, all those type things.

18 COMMISSIONER STOLL: Okay. Thank you very
19 much. Thanks for your presentations.

20 MR. LINDSEY: Thank you.

21 JUDGE WOODRUFF: Commissioner Kenney?

22 COMMISSIONER WILLIAM KENNEY: Just a
23 couple questions. One is a follow-up to that, to
24 that question that Commission Stoll asked. How do
25 you deal with this -- like Kansas City where you

1 have the old sewers that are there and you have a
2 lot of breaches of gas lines? And nowadays when
3 someone -- you know, you had a clogged sewer, a lot
4 of people don't use cameras. They just hire Roto
5 Rooter to come out and do it.

6 And I know we haven't had as many breaches
7 here in the Kansas City market. But I know it's
8 nation-wide there's a bunch of them.

9 MR. LINDSEY: Yeah. I'm glad you took
10 your comment a little bit further. It is a
11 nation-wide issue.

12 And we were even talking about it at AGA,
13 and we're trying to put some things in practice
14 that we can do out there because camera technology
15 is great if it's used, just like any other tool.

16 COMMISSIONER WILLIAM KENNEY: Yeah. But
17 it costs money. So if you sell a house -- some
18 people have cameras, but they're charged an extra
19 100, 150 bucks to put a camera in there.

20 MR. LINDSEY: Exactly. So some of it goes
21 down to the information that you have. And in
22 these instances, these were sewer laterals cross
23 and things like that.

24 In -- for example, in Georgia, you'll
25 remember back, we went back and did some particular

1 areas, and we did some sampling and found out where
2 we had those breaches that were going through there
3 and when you had sewer clogs what you would do.

4 So we started working with those local
5 companies that were providing that to give us an
6 opportunity that says, all right, you know, we --
7 you don't have to call in a locate technically
8 because this is an under-ground excavation. But we
9 know for a fact we have a history in this area of
10 that type of occurrence, and we started working
11 with those local companies on that.

12 So that's -- that's a local way to
13 approach it. But at the same, it probably needs to
14 be elevated because the more of that activity that
15 goes on -- again, it's not just regional or
16 isolated particular parts of country. It is
17 something that we experience as an industry.

18 COMMISSIONER WILLIAM KENNEY: When gas
19 lines went in after all the sewers, yeah, more of
20 our --

21 MR. LINDSEY: Absolutely. That's a great
22 question. And -- and we continue to try to work --
23 you know, to work to find a more holistic solution.
24 But I think the best thing we can do right now
25 while we're waiting on that, I guess, is to focus

1 on if you have some of those occur really
2 understand where you have some potential for that
3 and work with the local companies.

4 COMMISSIONER WILLIAM KENNEY: On your call
5 center, did -- I can't remember. Were the Laclede
6 and MGE call centers condensed to one, or are there
7 two separate ones?

8 MR. LINDSEY: They started out at two
9 separate. And we've worked to -- to move the calls
10 from MGE to an external provider. We're
11 consolidating the back office functions, as you can
12 -- as you can imagine from an efficiency
13 perspective.

14 And then the outsourced provider that
15 we're using or the external provider, we -- we have
16 service level agreements in place with them. And,
17 again, that's where we've been seeing the dramatic
18 improvement lately.

19 They had to ramp up initially around just
20 understanding our systems. And when we move to
21 CC&B, our customer, care and billing in July of
22 2015, they'll be able to -- to manage calls on both
23 sides of the state.

24 But right now, the call center that we do
25 have for the Laclede Gas customers is based in St.

1 Louis.

2 COMMISSIONER WILLIAM KENNEY: What about
3 MGE customers? That's out -- you're not -- you
4 don't have one for the state now?

5 MR. LINDSEY: We don't have one that takes
6 calls for both sides of the state. Again, they're
7 two different systems.

8 COMMISSIONER WILLIAM KENNEY: Is Joplin on
9 its own, also?

10 MR. LINDSEY: Joplin will be a part of the
11 external provider that the MGE customers use. Yes.

12 COMMISSIONER WILLIAM KENNEY: So it's
13 really not on its own. It's part of the MGE
14 system. Okay. Of your 2300 employees, how many
15 are in the MGE market? Do you know?

16 MR. LINDSEY: Of the 2300 employees?

17 COMMISSIONER WILLIAM KENNEY: You say your
18 system has 2300 employees?

19 MR. LINDSEY: Yeah. Mike, what was our
20 total numbers?

21 MR. SPOTANSKI: 680.

22 MR. LINDSEY: I was going to say 700. But
23 it's a little bit --

24 COMMISSIONER WILLIAM KENNEY: Does that
25 stay about the same from the merger?

1 MR. LINDSEY: It's probably not the same.
2 It is lower. But what I will tell you is after --
3 again, after we came in and took a look at the way
4 we were going to replace pipe, we were adding
5 operational employees. We were adding construction
6 employees, too.

7 COMMISSIONER WILLIAM KENNEY: That gets to
8 my next question. How are you keeping up with the
9 -- the increased housing starts, so setting meters?

10 I only ask that because that's an industry
11 I've been in for 25 years. And I was having lunch
12 the other day and two builders complained to me
13 about the fact they the can't get meters set.

14 MR. LINDSEY: Okay. Well, I'm very happy
15 that you shared that with me because we'll make
16 sure we get the meters set.

17 The part of the equation in terms of how
18 we balance that is, at MGE, we have in-sourced as
19 well as outsourced contractors that perform
20 pipeline replacement. That's very common in our
21 industry. Probably more often than not, that type
22 of work is done with contractors.

23 At Laclede, we do most of our work
24 in-house with construction crews. At MGE, we've
25 started to ramp that up. And so we've added over

1 15 employees just recently to work on some of that
2 construction.

3 COMMISSIONER WILLIAM KENNEY: New
4 construction?

5 MR. LINDSEY: Yeah. Well, new
6 construction and pipeline replacement.

7 COMMISSIONER WILLIAM KENNEY: I was just
8 talking about new construction of getting a meter
9 set on a house so they can get heat, so they can
10 start --

11 MR. LINDSEY: I'm concerned that,
12 apparently, somebody has not been able to get that
13 done in a timely fashion. So I'll speak with you
14 after if that --

15 COMMISSIONER WILLIAM KENNEY: And -- and I
16 was just curious because I only heard it from two
17 builders, and they just happened to be talking.

18 MR. LINDSEY: And, you know, Suzanne
19 mentioned the term organic growth. That's the best
20 kind of work we can have is when we're out running
21 -- running pipes and setting meters.

22 So unless there's some situation -- and it
23 could have been -- I don't know if it was very
24 recent because --

25 COMMISSIONER WILLIAM KENNEY: It's recent.

1 MR. LINDSEY: I will say recently what we
2 did is kind of shift to all hands on deck around
3 getting customers turned on to the winter.

4 So I know a lot of those constructions
5 crews are actually deployed doing that type of
6 work.

7 COMMISSIONER WILLIAM KENNEY: That makes
8 sense.

9 MR. LINDSEY: Again, we never want to --

10 COMMISSIONER WILLIAM KENNEY: No. But
11 that makes -- that makes sense.

12 MR. LINDSEY: -- not take care of it.
13 They want gas heat as well.

14 COMMISSIONER WILLIAM KENNEY: Yeah. But
15 you are taking care of the people living in their
16 houses first. Okay.

17 MR. LINDSEY: Thank you.

18 COMMISSIONER WILLIAM KENNEY: I appreciate
19 the presentation.

20 MR. LINDSEY: Okay. Thank you.

21 JUDGE WOODRUFF: Commissioner Hall?

22 COMMISSIONER HALL: I have no questions,
23 no concerns and very much appreciate the
24 presentation. Thank you.

25 JUDGE WOODRUFF: Anyone else in the room

1 want -- any other parties wish to ask any
2 questions? I don't see any hands going up. So
3 thank you very much.

4 MS. SITHERWOOD: Thank you, Judge.

5 COMMISSIONER STOLL: Thank you.

6 MS. SITHERWOOD: Appreciate it. Everyone
7 have a nice holiday.

8 JUDGE WOODRUFF: Any other parties wish to
9 make any presentations or anything else? All
10 right. Then we are adjourned.

11 (The proceedings were concluded at 2:05 p.m. on
12 December 16, 2014.)

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